

**GLENDALE CITY COUNCIL – SPECIAL MEETING  
WORKSHOP  
Renaissance Glendale Hotel  
Meeting Rooms A & F 9495 W. Coyotes Boulevard  
Glendale, Arizona 85305  
November 26, 2007  
08:45 a.m.**

PRESENT: Mayor Elaine M. Scruggs, Vice Mayor Manuel D. Martinez,  
and Councilmembers Steven E. Frate, David M. Goulet,  
Yvonne J. Knaack, and H. Phillip Lieberman

Councilmember Joyce V. Clark arrived for the afternoon  
session

ALSO PRESENT: Ed Beasley, City Manager; Pam Kavanaugh, Assistant City  
Manager; Craig Tindall, City Attorney; and Pamela Hanna,  
City Clerk

RETREAT Richard A. Bowers and  
FACILITATORS: Dr. H. George Frederickson

AGENDA ITEMS:

**1. GOAL REVIEW AND STRATEGIC PLANNING**

**MOTION TO EXCUSE COUNCILMEMBER**

**It was moved by Lieberman, and seconded by Martinez, to excuse Councilmember Clark from today's Council Workshop. The motion carried unanimously.**

The meeting commenced at 9:15 a.m.

INTRODUCTIONS AND OVERVIEW OF SESSION

Mr. Richard Bowers presented an overview of the agenda set for today. He stated that today they would be exploring key objectives for 2007-2008. He noted that part of the discussion would center on Code of Conduct, as well as policy discussions. He asked the participants to be straightforward and to the point with their ideas and concerns. He explained that he wanted to create dynamic tension on the way things are done today; versus how the Council really wanted things to operate. He followed up with a slide presentation on leadership

and public policy.

Mr. Bowers reviewed goals stated by Council members and their reasons for running for office. Mr. Bowers asked what their goals were for the next five to ten years.

Councilmember Frate commented that he wanted all plans completed in regards to the downtown area and the Westside. Mayor Scruggs asked what Council's role would be to aid in the process. Councilmember Frate stated that it would be their goal to plan accordingly and assist staff to make sure they were successful.

Councilmember Goulet noted that part of Council's goals was to encourage development and not discourage it before all the information was gathered. Mayor Scruggs asked how we make this happen. She said that the problem was that she would often hear negative comments and did not know the appropriate way to proceed.

Councilmember Goulet stated that it should not matter if one or two people do not approve of an item, it should still move forward and offer the opportunity for others to make an informed decision. He said that he believed there had been missed opportunities because of bad decisions made simply on innuendo. Mr. Bowers asked how this tended to happen.

Councilmember Goulet stated that it started with a few people stating their dislike of an item. Vice Mayor Martinez noted that he too had heard of people voicing their disapproval of certain items, however, he never had any specifics on the disapproving parties. He added that he believes all projects should be voted on as a whole.

Councilmember Lieberman related an account at which himself and Councilmember Clark met with a developer to help develop the Westside. Councilmember Knaack stated that she had been told by staff that the development in an area was not possible. Mr. Bowers commented that it sounded like they all needed to become fully informed early in the process in regards to Council's policies and procedures.

Mr. Ed Beasley discussed Council's policies and previous actions. He said that at times staff might inform the Council if a policy was inappropriate. However generally, staff anticipated the direction the Council was going. Mr. Bowers stated that he was in agreement with Mr. Beasley's interpretation of Council's needs and understanding on how to incorporate city policy.

Mayor Scruggs explained for example, the technical staff in Planning and Economic Development knows the impacts of absorption rates and overloading of the same types uses. This knowledge is necessary in their profession. The City Council needs to know how it all fits together and makes a good plan. Maybe

we need more communication time to discuss these issues. Sometimes the City Council is seen as being at opposites with the staff because we don't have all the information that causes staff to make the recommendation. Mr. Bowers asked the Mayor if she was suggesting a periodic workshop item be scheduled so these items could be covered in more depth. Mayor Scruggs commented special sessions on these issues from the technical prospective would provide the Council with information which should create a shared understanding. Mr. Bowers agreed with Mayor Scruggs.

Councilmember Lieberman discussed times in which he believed that staff had too much authority over certain issues. He noted that there had been times when he had not agreed with staff's recommendation. He met with staff and questioned them on projects; as a result sometimes staff makes changes. Mr. Bowers said that possibly staff assumed Council's direction and applied it.

Councilmember Goulet stated that staff had a standard to follow regarding Council's direction and typically forms policy around it. He stated that he would like to see staff bring the topics for discussion before introducing them. He added that at times the policy perspective from staff did not reflect Council's renewed course of action. If City Council doesn't get a chance to hear about these projects that is a problem. Finally the idea of talking about these at Workshops, presents some difficulties. There are concerns sometimes when the Council discusses policy the public gets the perception that the Council perceives issues a certain way then they won't bring projects forward. Also, there is a fear that public discussion of projects will push the price up or be misinterpreted. Mayor Scruggs asked if Councilmember Goulet's plan was to have every project go through City Council. Councilmember Goulet replied that he did not; he only wanted to adopt a more open policy on projects being brought forward to City Council.

Mayor Scruggs commented staff direction should not change when an elected official questions it. We need to have a better process. Mr. Bowers suggested having a discussion with staff on the fundamental principles so staff could be aware of Council's direction then staff would not make better decisions. Mr. Beasley stated that it would be very helpful for staff to have a clear direction on how to proceed. He noted that it was very difficult to proceed when rules changed.

Mr. Bowers stated that what was needed was to communicate basic parameters for decision making. He suggested a workshop session to help provide informative exchange of ideas. Mayor Scruggs noted that such exchange of ideas were not most effective in a workshop setting. She suggested a session where they could discuss issues openly.

Councilmember Knaack gave an example of the many amendments done to the General Plan. She stated that she would like staff to discuss the changes and

help Council understand why revisions were made. Councilmember Goulet stated that it was a good idea for both Council and staff to be on the same page because ultimately each wanted the best for the City. He suggested an up-date was needed of the General Plan so staff would have better direction.

Mayor Scruggs discussed some of the zoning restrictions in the downtown and noted the downtown is going through a dynamic process of change. However, many changes can be made without changing the General Plan. A change to the General Plan requires a vote of the citizens. Councilmember Frate discussed their focus on the downtown area. He said that more discussion was needed as to what works best in that area as well as what other towns are doing. Mr. Bowers agreed with Councilmember Frate.

Mr. Bowers explained the underlining difficulties as he understood them. He stated that more communication and discussion was needed to understand the decision-making process. He reiterated his suggestion of a workshop session to discuss policy issues brought up by staff which had not been fully discussed. This would aid in both parties better understanding the decision-making process. Mr. Beasley stated that he not only would like to discuss how policies were changed but also how they were interpreted and their impact.

Councilmember Goulet noted that this all went back to projects not being brought forward to Council because it was believed that Council would not support them. He added that the perception was that if not enough people support it, why try. Councilmember Lieberman related an account of a citizen having to go through him to get something done in the city. Mr. Bowers noted that if the development community believed they would have more success going through individual Councilmembers than through city staff, then he perceives it to be a problem.

Mayor Scruggs agreed with Mr. Bowers. She explained that Council doesn't want to see all the projects nor does it want projects to be discouraged. She believed that something in-between was the answer. Mr. Bowers stated that they needed to create a nexus and build a simple form of communication in which each comprehends each others point of view. He noted that through workshop session this could be done so as not to keep creating a bottleneck effect.

Mr. Beasley stated that he was in agreement. However, at some point, they would have to discuss the rules and tools associated with redevelopment to fully understand. Mr. Bowers noted that workshop session discussions could incorporate some of those issues. Councilmember Frate agreed that more communication was needed. Staff can only do much but staff needs to tell us when good ideas are presented.

Councilmember Lieberman discussed the main changes that have occurred in the downtown area. He said that he did not want to neglect other areas while focusing on the downtown area. He understands that the downtown area was

somewhat limited; however, he would continue to work to enhance it.

Vice Mayor Martinez commented on the work done on the downtown area. He discussed the work that still needed to be done such as clean-up and additional development. He said that the downtown area had always been a priority for the Council.

Mr. Bowers stated based on individual interviews that one of the Council's short term goals was getting the new court building constructed and operational. This project was a symbolic representation of what this Council wants going forward for the downtown. Every Councilmember individually expressed the downtown in numerous aspects as a number one priority. He noted that he observed no major problems in the interviews but trusting each other in policy matters was a concern. Some Councilmembers indicated that Council needs more opportunities to speak on key issues; and to develop a clear vision of policy direction and accountability. He asked the Council not to be reluctant; to be bold and aggressive regarding these points.

Mayor Scruggs added that it would be difficult to voice any opinions when they were not supposed to be discussing certain matters in an outside venue per State Statute. Mr. Bowers commented that he had been very surprised at the cohesiveness of Councilmembers on major policy issues. Councilmember Goulet said he wished that they could discuss their concerns but not how they will vote. Mayor Scruggs reiterated that Council could not discuss the merits of a project outside of a quorum. Mr. Craig Tindall agreed with Mayor Scruggs.

Councilmember Frate commented on the Council's shared goal of a strong downtown. Councilmember Knaack agreed and asked when Council would have an in-depth discussion on the downtown. Mayor Scruggs commented on a perception some had that no one cared about the downtown area, which was not the case. Not one of the Councilmembers doesn't care, we all care.

Mr. Bowers noted that the reoccurring priorities for the Council were to demonstrate commitment to a shared vision, be specific about action and expectations, address internal tension and avoid needless confrontations in public meetings.

Mr. Bowers announced a short break and asked the Council to reflect on their future goals as well as changing the current ones.

The City Council Retreat recessed for a brief break.

Mayor Scruggs called the Council Retreat back in session.

Mr. Bowers presented the City Council's compiled Goals and Objectives and each was followed by discussion as follows:

- One Community With Strong Neighborhoods

Key Objectives:

- Continue funding for neighborhood revitalization;
- Be open to different approaches to revitalize housing and have the city be a conduit to facilitate private development and other opportunities;
- Implement a plan to repair and replace older and deteriorating infrastructure (sidewalks, curbs, alleyways).

Vice Mayor Martinez commented on the neighborhood aspect of their goal setting. He stated that there were many neighborhoods that needed attention. He stated there are some programs that could help but we need the property owners to understand something can be done. Also, the work with Habitat for Humanity was noted. Mr. Bowers commented whether to dedicate more money and resources to make neighborhood improvements is a policy and budget issue. He stated that once it was determined which were the primary goals and key objectives, the Council needed to make a commitment to implement them as shared responsibility. He noted that the goals needed to be measured to assure accountability.

Councilmember Goulet discussed the housing perception citizens had in regards to Habitat for Humanity projects and the difficulty of finding adequate lots to build on. He suggested discussing ways to better plan developments in difficult areas. He also discussed streamlining the building guidelines. Councilmember Lieberman commented on an excellent neighborhood plan that was in place now to repair deteriorated areas.

Mayor Scruggs stated that though the neighborhood plan was admirable, however, it should not be relied on as the only way to fulfill the city's obligation to neighborhoods. She commented that infrastructure is the City's responsibility.

Mayor Scruggs reiterated Councilmember Goulet's comments on the issue of projects not being heard and people being turned away. She said that she wanted to explore that issue further, because it might just had been that the project building materials or other issues were not up to Glendale's safety codes. She noted that it all goes back to everyone knowing the rules and regulations and keeping communications opened.

Councilmember Knaack commented that neighborhood code compliance was very active and important in the revitalization of older neighborhoods. She added that continued funding should facilitate the focus on aiding older neighborhoods.

- One Community Focused On Public Safety for Citizens

Key Objectives:

- Begin phased implementation of court, police, and fire plans;
- Obtain and review the needs assessment for the Glendale Fire

- Department;
- Continue implementation of the Glendale Police Department Staffing Study;
- Ensure that all citizens live in a safe neighborhood with police presence, crimes solved, and crime prevention and reduction;
- Provide crime information and data that is meaningful to citizens.

There was a discussion on the implementation of development plans for the court, police and fire. Mr. Beasley stated that everything was on schedule; however, there were decisions Council still had to make in December.

Mr. Tindall stated that negotiations with designers were also targeting the same deadlines. Ms. Kavanaugh stated that they would be bringing those contracts to a meeting in December. Mr. Beasley commented that they would have to consider policy directions as well as direction on the CIP.

- One Community With Quality Economic Development  
Key Objectives:
  - Identify opportunities to use incentives that would encourage properties to be placed in the highest and best use;
  - Begin feasibility study for a business park as identified in the City Center Master Plan.

Mayor Scruggs commented that she would like to see a measurable objective specific to job growth. She noted that most of the planning had been in building structures. She said that she believes that quality employment planning should be the next step. Mr. Bowers stated job creation could be measured. He stated that what he was hearing was that she wanted to focus energy on job creation as well as it being qualitative.

Mayor Scruggs commented this discussion goes back to the previous one on being open minded about projects. Councilmember Goulet commented that he would also like to encourage small business to come to the area. He noted that he did not want to give the impression that only the large corporations were wanted in Glendale. He stated that the goal was to encourage and create circumstances for employers to add to the wealth of the community.

Councilmember Lieberman commented on hotel development coming into the city. He said that most of those jobs were low or medium income jobs. Mr. Bowers stated the objective had broadened somewhat to not only the dollar amount but also the physical impact on Glendale. Councilmember Knaack commented on not only focusing on big business but also small business to assist in Glendale's prosperity.

Vice Mayor Martinez asked a question on the second objective - the City Center Master Plan. Mr. Beasley stated that the feasibility study for a business park as

identified in the City Center Master Plan would be ready by the first quarter of 2008.

Councilmember Goulet commented he saw the business park and industrial park as different uses. He commented on the business park and the industrial park as being different entities.

#### One Community with a Vibrant City Center

##### Key Objectives:

- Continue funding to implement parking facilities plan, as needed;
- Continue the fund to purchase vacant properties and buildings in the downtown area;
- Continue implementation of City Center Master Plan;
- Develop a strategy to retain businesses.

Mayor Scruggs stated that the City Center Master Plan was from 43<sup>rd</sup> Avenue to 67<sup>th</sup> Avenue.

Mr. Bowers asked if there were any additions or revisions to any of the statements thus far.

Mayor Scruggs stated that a previous point needed to be restated. She said that the downtown area was in a transition regarding the retail aspect. She stated that a plan was needed to enhance that area. Councilmember Lieberman agreed and stated that he had also wanted to bring up some sort of planning for the downtown area. Mr. Bowers discussed increased property values as a probable reason for the slowing in the downtown retail.

Councilmember Frate believed that the answer was in having more people reside in the downtown area. He stated that he looked forward to a condo complex being built in the area. He added that residents could shop and dine within walking distance. He asked staff for guidance in developing an appropriate district for people to work and reside in the downtown area.

Councilmember Lieberman suggested giving incentives to businesses to come into the downtown area. This had been done with restaurants. He said we could be more aggressive with the VIP program. Mayor Scruggs stated that she would rather call it an economic partnership not an incentive.

Councilmember Knaack commented that most people did not have a clear vision on the area in and around downtown. She stated that they should educate the citizens and broaden their vision of downtown. Mayor Scruggs agreed with Councilmember Knaack.

Councilmember Goulet stated that one of the problems that downtown faces was that space was limited. He noted that another problem was business conflicts.



Admittedly, the downtown skyline needed to change. Mayor Scruggs stated that the Council needed to encourage economic partnerships.

Mr. Bowers asked if policies were in order for this type of future development. Mr. Beasley stated that the developments kept getting larger and required some connectivity. We don't want to just to acquire pieces of property that could not be connected. He said that there had to be a consensus on what the Council wanted to do.

Mayor Scruggs discussed the Magnetic Mile process that had been used in the early 1990's. She added that she believes that it was time for Council to re-evaluate the downtown area. Councilmember Knaack agreed with Mayor Scruggs. She noted that this didn't mean that the master plan shouldn't be updated. Mr. Bowers suggested bringing in an outside expert who knew the ins and outs of the system. This would help Council become better informed when making a decision.

Councilmember Frate commented that there were many opportunities on Glendale Avenue. Councilmember Lieberman stated that that was why Council was pushing for development in that area.

Mr. Bowers recapped the conversation stating that the Council specifically wanted to develop the downtown area with external support to accomplish revisions.

Mayor Scruggs commented on the difference between the Murphy Park and surrounding area because of the numerous special events and the remainder of the downtown area. Councilmember Goulet stated that they would have to be very careful and keep the area balanced. He noted the downtown was very linear and residential areas surrounded it. Councilmember Lieberman noted that he would like to add another point. He would like to develop a strategy to encourage and maintain retail business.

- One Community With An Active Partnership with Luke Air Force Base  
Key Objectives:
  - Take a leadership role in promoting Luke Air Force Base to enhance our lobbying efforts.
  - Maintain the process to meet the base's needs quickly.

Mayor Scruggs asked to change the word "take" to "maintain" in taking the leadership role in promoting Luke Air Force Base. She added that they were doing very well in their efforts.

Councilmember Lieberman suggested taking a broader role in getting to know the leaders of the base, such as dinners or such events. He would like to meet once or twice a year.

- One Community With High Quality Services for Citizens

Key Objectives:

- Develop a strategy to provide a higher level of code enforcement; Including seven day a weeks and holiday service;
- Special emphasis to be made to reduce repeat illegal activities;
- Conduct a needs assessment/utilization study of the adult center in order to determine if additional space should be remodeled;
- Maintain a high level of services as the population and visitors increase

Councilmember Lieberman stated his concern with whether there was a higher level of code enforcement. He noted that he had a meeting scheduled with staff on that very subject. He provided some examples. Councilmember Knaack stated that in her opinion, they were doing a very good job and had not had any problems.

Mayor Scruggs asked for an update on the needs assessment/utilization study of the Adult Center which was being done to determine if additional space should be remodeled. Mr. Beasley stated that he believed the study should be complete and would have it to Council as soon. Mayor Scruggs asked if Council would consider the study as a part of the budget process. Mr. Beasley responded yes

The group had a discussion on having extended holiday and weekend hours for code enforcement coverage.

The City Council Retreat recessed for lunch at 12:15 p.m. and reconvened at 1:15 p.m.

Councilmember Clark joined the workshop session.

- City That Is Fiscally Sound

Key Objectives:

- Continue timely disclosure of the practicality of projects including costs and time frames
- Continue the budget process with full disclosure of the costs and realistic analyses;
- Ensure that revenue streams are sufficient to meet our obligations.

Councilmember Frate commented that this was an important issue because the citizens of Glendale needed to be reassured of the positives in the city and not only hear about the negative. He noted that whatever the news, the citizens would like the chance to become informed.

Mayor Scruggs stated that Council had asked for a quarterly update to remind

them of what the Council had already committed too in a form of a tally sheet. She stated that this was where everything can come together or fall apart. She discussed the many projects that were in the works and acquiring the funds to accomplish them. She noted that this promised to be very difficult because they had big ideas and plans.

Ms. Kavanaugh commented on the CIP coming before the Council for discussion before any project was tied to any budget hearings. Vice Mayor Martinez asked for more clarification on CIP information. Mr. Beasley explained the CIP and revenue projections and reports. Vice Mayor Martinez agreed with new information provided by the quarterly update. Councilmember Lieberman noted that the report coming out in December would have exactly what they needed to make informed decisions on the budget.

Mr. Beasley discussed the intricate details of where the money in different accounts was and how Glendale had a longer budget process.

Mayor Scruggs stated that they had been focusing on the CIP; however, they were not so aware of what was coming up on the operating side. She said that she anticipated setting clearer goals to make better decisions. Mayor Scruggs asked how to balance a set of goals when the cost of actually implementing them is unknown. Mr. Bowers said that Council should set their intentions and then turn it over to staff. Staff had the expertise to look at all angles of the project. Staff should then come back with a detailed report for Council to make decisions on.

Mayor Scruggs asked if it was acceptable to adopt a project with the knowledge that it might not be financially feasible. Mr. Bowers stated that it was acceptable.

Councilmember Frate discussed the installation of new street lights which utilize more electricity and the ROAM system which alerts when a street light is out. Both increased the cost of this service. Mayor Scruggs said this is a good example of things that we implement and don't recognize there will be an increase in operating costs. She noted that it isn't just the impact of large projects but the combined impact of multiple smaller projects that we need to recognize. She reiterated the importance of needing to know ahead of time expenses that were already in motion.

Mr. Bowers asked for any other comments. There were none. Mr. Bowers recapped the seven goals that were discussed. He stated that the expectations for police and fire would dramatically influence the results. He discussed the downtown conversation and all its possibilities. He said that the greater the expectation on policy issues, the greater the chances for achieving the goal. He added that the opposite was also true, when one expected less, one usually received less.

Mr. Bowers presented a video. Mr. Bowers explained the video which related to missed opportunities in everyday life. He stated that one should explore outside the box and not assume anything before attempting it first. The group discussed the video and how the issue of trust was very important.

Councilmember Frate commented people stated how great the city was run, however they never really had time to enjoy their accomplishments. The next project always came first. Mr. Bowers stated that he would like for everyone to step back and re-evaluate issues from a fresh perspective.

Mayor Scruggs commented that Councilmember Frate had brought up a good point in that she did not feel comfortable enjoying or talking about Glendale's accomplishments. She believes people would associate it with bragging. Mr. Bowers stated that it would be a good idea to step back and consider how far they had come in 10 years and to look ahead to another 10 years. He asked them to take a pause and celebrate their accomplishments. He asked them to always take time to reflect on Glendale's achievements.

Mayor Scruggs suggested posting that as an agenda item for a workshop. Mr. Bowers suggested for them to make a list of what they were most proud of.

Mr. Bowers discussed the "nay" sayers, thoughtful leaders, visionaries, and people that just hopped-on-the-bandwagon. He said that they needed to spend time engaging thoughtful leaders. He added that they should never let the "nay" sayers cloud the issues.

Mr. Bowers read a Robert Frost poem. He added that the Council accomplished noble work and the rewards were huge when they could stand back and appreciate what had been done. He explained that the road might be rough; however, it was always worth the trial and effort.

Mr. Bowers ended his presentation and thanked everyone for their great participation.

Mayor Scruggs called for a short break.

## 2. COUNCIL CODE OF ETHICS

Dr. George Frederickson presented an overview which included: Topics to be covered; Input from telephone interviews; Search for Common meanings; Alternatives to consider, and One Community and a Code of Ethics.

Dr. Frederickson presented the topics to be covered as:

- Issues of council behavior and conduct
- Roles of elected officials

- Consideration of choices
- How shall we make the rules?
- What shall the rules be?
- How shall the rules be enforced?

He stated that because of time limitations today, they would just be assessing the topics and would go into more detail at tomorrow's meeting.

- Issues of council behavior and conduct

Dr. Frederickson asked why the smaller bad ethical choices would tend to get you in more trouble than the bigger ones. Councilmember Clark noted that in general the average citizen could relate and understand the wrong in a small ethical choice. An example was using company items for personal use. Dr. Frederickson stated that she was correct. He said that the average person understands and can relate to small breaches of honesty.

Dr. Frederickson noted that a Council could be thought of as having strained relationships, however still function quite nicely and be ethical.

Dr. Frederickson explained the differences of ethics and conduct. He said that the conduct aspect generally dealt with demeanor and manners. He added that ethics shouldn't be thought of as all things that cannot be done but rather all the things that could be done. He said that he would be working toward grouping ideas to show that you can be civil, positive and thoughtful, and get the job done.

Dr. Frederickson stated that the City of Sunnyvale had devised a good code of ethics. He added that they had extremely good ideas.

Vice Mayor Martinez discussed the code of ethics or lack of for other agencies and their affect on the city.

Dr. Fredrickson discussed if they should have two rules, one for conduct and one for ethics and to how to enforce them.

Dr. Fredrickson discussed his conclusions from Council's input given in individual telephone conversations. Each conclusion is listed in bullet point format below:

- No evidence of serious ethics problems in Glendale
- No strong support for a code of ethics for council
- Strong support for a code of council conduct
- Strong pride in council district and in city
- High levels of political and administrative stability
- Issues of image (code only for staff)
- Issues of communication, information, committee assignments
- Policy disagreement confused with ethics

- Strong views that while there are some disagreements, that on the big issues the council works together
- Standard council-manager form government issues

Vice Mayor Martinez asked to review the second bullet point. He stated that he believed there had been strong support for a code of ethics for council. He stated that possibly code of ethics was associated with code of conduct.

Vice Mayor Martinez discussed comments shared in executive session and how they applied to the code of ethics if something was shared outside of the office. Councilmember Frate commented that the code should be something simple and basic. He said that by keeping it simple, most would understand and follow it. Dr. Fredrickson agreed. He recommended the City of Sunnyvale's code of ethics format.

Dr. Fredrickson stated that the stability and longevity of the Council had worked very well for the city's development. Vice Mayor Martinez stated that what had worked well with the Council was that even if there were often disagreements, the Council always came together on what was best for the city.

Dr. Fredrickson questioned having a code of ethics for the Council when clearly he did not see a need and having it could possibly cause an image problem. Dr. Fredrickson discussed issues that Council members had such as not being fully informed on matters. He noted that some disagreements with policy possibly portrayed a Councilmember as not being ethical.

Dr. Fredrickson explained how a Council/ Manager form of government was unique. He reviewed other City Council structure variations in the past and how they had evolved. Dr. Fredrickson noted that the problems and tension were quite common in the way the elected Council was formed.

Dr. Fredrickson asked for any comments or observations. Councilmember Clark commented that she had been disappointed in there being no strong support for a code of ethics. She noted that she believed that the code of conduct was grounding for the code of ethics. She believes that having a code of ethics would show the citizens that they had taken time to establish guidelines and principals for the future.

Dr. Fredrickson asked Councilmember Clark if she would favor it for a policy or an ordinance. Councilmember Clark stated she was not sure, however believes having it done as a resolution would be appropriate. Councilmember Lieberman noted that they also had charter guidelines that they followed. Councilmember Clark stated that they also had Council guidelines; however they had not been revised and believed they were not always followed.

Councilmember Knaack commented that she had thought of both the code of

ethics and conduct as the same unit to be followed by this and future Councils. Dr. Fredrickson noted based on the discussion today, they might need two codes-- one for ethics and one for conduct. He asked the Council to review tab 10 and page 31 and 45 to prepare for tomorrow's meeting.

- Roles of elected officials

Dr. Fredrickson reviewed glossary terms such as attitude, behavior, civility, conduct, courtesy, decorum, manners, point of order, and point of privilege, propriety, protocol and respect. The Council provided examples on how many of these terms were handled at meetings.

Dr. Fredrickson provided instructions on how to handle interrupting a speaker or a speaker not being recognized during a meeting. He said that both cases could be handled with stating a "point of order."

Mayor Scruggs explained the method she used to ensure every Councilmember had a reasonable amount of time to speak on an item. She added that it sometimes was a difficult process; however her goal was to be equal and fair.

Dr. Fredrickson asked how the Mayor handled repetitive and long-winded statements. Mayor Scruggs said that she would generally let it ride out, however believes it was a problem. Councilmember Goulet agreed. Councilmember Clark disagreed. She noted that each had a right to be heard.

Dr. Fredrickson stated that they would work on a process to be understood by all to be just and fair.

The Council commented on and explained the working of the workshops, Council meetings and executive sessions. Dr. Fredrickson explained that protocol rules were process rules.

Dr. Fredrickson commented that it was acceptable to strongly disagree in private but not in a public setting. He said that respect should always be shown. Dr. Fredrickson asked if they were ever approached by people that had seen the televised meeting. Various councilmember's stated that they were always approached on the matter. Dr. Fredrickson commented that the viewing public was judging the legitimacy of the Council. He stated that they needed to be firm in their perspective and appear reasonable in the eyes of the public.

Dr. Fredrickson stated that he would like to know the public opinion on Council's actions in general. Councilmember Lieberman stated that there had been a few bitter moments, but not a lot and not for long.

Councilmember Frate commented on Dr. Fredrickson not finding an ethical problem, however would like to explore the conduct issue using the Sunnyvale

forum. Dr. Fredrickson stated that he saw no problems with ethical conduct; however, he sees a need for Council to devise a plan for a code of conduct. Dr. Fredrickson explained his research concerning City Council and its members, and had found no major problems.

The meeting adjourned at 4:00 p.m.